

ACTIVITY REPORT

2021-2022

CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP



CATÓLICA-LISBON

CENTER FOR RESPONSIBLE
BUSINESS & LEADERSHIP

**We acknowledge the importance of developing enhancing partnerships
and thank our founding partners for all the support given to our
activities.**



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A Message from our Director

It seemed yesterday, but three years have now gone by since the inception of the Center. An amazing and unified team, its dedication and passion, made possible solid progress in delivering our Purpose: *Contribute to a society where we only have Responsible Businesses led by Responsible Leaders.*

Our focus remains the same, always around the four key themes, we have elected three years ago: SDGs, Purpose, Business Case for Action, and Responsible Leadership. These are the themes we strongly believe are pieces of the big puzzle called Responsible Business.



Nuno Moreira da Cruz
Executive Director

This report will take you through our several interventions to deliver this Agenda – from the SDG Observatory to the Responsible Leadership project, from the Purpose consulting project to the teaching of the Business case for Action in Executive Education Programs. These are just examples of the many activities you will find in the next pages.

We have witnessed in the last three years very significant progress in the way the corporate world addresses the challenges of People and the Planet and the growing understanding of a mantra we use often in the Center: Without profit and economic sustainability, there will hardly be any concerns with environmental and social issues. Correct! But what is becoming abundantly clear is that without dealing with those concerns, there will hardly be any profit or economic sustainability. But clearly, there is still a lot to be done, and we will be on the “frontline” trying to help our society to follow the path towards a more responsible one.



1. The Center for Responsible Business & Leadership

1.1 Who we are

The Center for Responsible Business & Leadership (CRB) is a strategic initiative in CATÓLICA-LISBON's ambition to be a catalyst for impact creation, through knowledge development and innovation, in order to place Responsible Business at the core of the corporate strategy.

Responsible Business is becoming an essential part of corporate strategies and the CRB aspires to develop critical knowledge among students and executives in order to face these new trends as opportunities. We aim to contribute to CATÓLICA-LISBON's mission to be a Top Business School and create a position of intellectual leadership while finding the right answers for the world's toughest challenges.

We believe that corporations able to act as a *Responsible Businesses*, integrating all its dimensions into their strategies and culture, **will be the leading companies of the future.**

Our purpose is to contribute to a society where we **only** have Responsible Businesses led by Responsible Leaders.

Our mission is to become a **European reference** in corporate sustainability knowledge through *research, teaching, and consulting*, acting as an **agent of change** amongst students and executives, helping them to understand the impact of *Responsible Business* and its value creation in **corporate strategies.**

Values

- We value a **sustainable world** (Planet, People, Profit);
- We value corporations ready to **integrate** social and environmental issues into their **strategies** and **operations**;

- We value companies that exist to **create value** for their **stakeholders** and for society. “Responsible Business” is about value creation, not just value capture;
- We value **Responsible Leadership**.

1.2 Our DNA



Business Case for Action

Without economic sustainability, it is hard for companies to focus their activity on social and environmental sustainability. But what is becoming abundantly clear is that without social and environmental sustainability will be hard for companies to survive and find any long-term economic sustainability. That is the essence of the Business case for Action - the understanding that social and environmental sustainability are the drivers of competitive advantage creation that will lead companies to pursue sustainable economic growth.

Responsible Leadership

Responsible Leadership is the ability to align stakeholders around a common aspiration that goes beyond their direct interest, by putting people, customers/consumers, and other relevant

stakeholders first, all embracing a shared purpose and treating profit as an outcome rather than the goal.

Sustainable Development Goals

Make the SDGs central to the core business of companies, unlocking business opportunities by focusing on a strategic area, and measuring them with specific KPIs.

Purpose

Purpose advocates for an organization to be truly authentic to its (i) reason for existence providing a clear (ii) guide for decision making, and an (iii) unifying factor that creates a (iv) sustainable competitive advantage (v) reinforced by the understanding of the ecosystem where it operates. This approach allows business leaders to move beyond the illusionary comfort of shareholder value maximization and to navigate the political tensions of stakeholder management, being able to identify the path to value creation that will sustain the organization's future.

1.3 Our Strategic Objectives

#1 Consolidate the Center as a catalyst for the accomplishment of CATÓLICA-LISBON mission: Knowledge, Learning, and Impact.

#2 Raise awareness of Responsible Business & Leadership and make evident the urge of the business case for impact, both for today's and tomorrow's leaders.

#3 Develop an engaging and innovative call to action aligned with the sustainable development Agenda.

These objectives are to be achieved **through strong partnerships for impact**, able to leverage the sustainable development agenda.

1.4 Our Impact

The CRB contributes to the Sustainable Development Goals through all its activities, creating an environment that allows people and organizations to learn, share, and connect to make a positive impact.

There are three strategic goals that entail most of our work and are our focus



Goal 4 aims to "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all." Our activities touch the following targets:

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

The CRB contributes to these targets by promoting quality education to undergraduate, master, and executive students; by partnering with entities to offer scholarships to its programs to ensure equal access to education; by promoting the exchange of ideas and debates around different topics; and by focusing its efforts on promoting responsible business, responsible leadership, purpose, and sustainable development as a concept with practical application, ensuring the enhancement of the knowledge of these topics and other challenges humanity faces in the 21st context.

Goal 9 focuses on "building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation"

The CRB touches the target **9.5** "Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending."

As a knowledge Center, the CRB's core foundations are based on research and the promotion of knowledge. The Center develops different projects that gather knowledge and important insights for both private and public sectors; it also works closely with organizations through executive education training, promoting events, sharing a weekly newsletter, and offering consulting activities. The Center also aims to narrow the gap between the classroom and the market by bringing CEOs and other professionals into the class to share their best practices with students that aspire to become purposeful leaders.

Goal 17 aims to "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development." The CRB focuses on the targets:

17.14 Enhance policy coherence for sustainable development

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries

17.17 Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships

The CRB is a strong ambassador of Goal 17 and allows partnerships to flourish by creating initiatives to mobilize and coordinate action around themes that are core to the 2030 Agenda. For example, the Center has launched the Water Management Pact, following a Summit focused on the importance of water as a key driver for sustainability. It has also created a network of alumni, the Responsible Business Champions, to promote Responsible Leadership, and is on the path of launching a new pact around Mental Health in the Workplace to promote this topic within companies and allow for new progress to be made.



2. Our Activities

Our activities are based on four pillars. Through each one of them, the CRB aims to contribute to overcoming the insufficient understanding of the holistic approach of Sustainability and its business case for action, closing the gap to deliver our vision.

Learning

The CRB aims to support students and executives in understanding the impact of Responsible Business and its value creation in corporate strategies. The educational efforts of the CRB are developed in two perspectives:

- Leaders of Tomorrow: focused on bachelor and master's students of CATÓLICA-LISBON
- Leaders of Today: focused on Executive Education.

Research

The CRB research activities include projects, research notes, and a weekly newsletter on topics relevant to its core, such as:

- Purpose-Driven Organizations
- Implementation of the SDG Agenda on Companies
- The practice of Responsible Leadership
- Impact Accounting

Consulting

The CRB offers tailored solutions to organizations that want to leverage their impact and integrate social and environmental matters into their strategies and operations, in an effort to become Responsible Businesses.

Projects and Partnerships

The CRB develops several projects and partnerships with different institutions and organizations, including the promotion of events to engage with its community at different levels. The goal of these projects is to raise awareness and discuss topics and concepts fundamentally connected to the Center DNA.

2.1 Learning

2.1.1 Leaders of Tomorrow



At the CRB, we aim to reach the highest standards in business education. Our goal is to inspire CATÓLICA-LISBON students to choose a purposeful career and thrive as Responsible Leaders.

The CRB offers three courses for undergraduate students and one for masters. The master's students can also write their dissertation thesis on topics covered by the Center.

Strategic CSR

This is an 18 hours elective course for Undergraduate students.

This course will provide students with a holistic and systemic approach to the challenges facing Corporate Social Responsibility, from the perspective of key players (Governments, Companies, Citizens) and key stakeholders (shareholders, employees, suppliers, customers, consumers, local communities, ONGs). It also aims on delivering a global and coherent understanding of Corporate Social Responsibility, its origins, and how to manage, measure, and communicate.

Taught in 4thQ of Academic Year.

Business Ethics

The aim of this course is to provide a series of conceptual and managerial tools for understanding and addressing the main ethical challenges faced by managers, entrepreneurs, and professionals in a business environment. It will also provide tools to manage organizations in a more socially responsible way and, in this way, develop a distinctive value proposition and eventually gain a competitive advantage. The course covers issues like the introduction to Business Ethics and Social Responsibility. Corporate Governance: concept and challenges. Managing Business Ethics – can we go as far as creating a competitive advantage. Shareholder vs Stakeholder Management & Communication. Ethical Leadership: what is the sort of Leadership currently needed and how does Ethics help.

Taught in the 1stQ of the academic year.



SDG Curricular Units

This is an 18 hours elective course for Undergraduate students.

This initiative aims to introduce in the academic curriculum of 1st cycle students, subjects specifically dedicated to the study and understanding of several SDGs. Almost 2000 UCP students were surveyed to share their interests and opinion on this project. The first class took place in the second semester of the 2021/2022 academic year and focused on SDG 13 – Climate Action. The second one, taking place in the 1st semester of 2022/2023, will focus on SDG 16 – Peace, Justice, and Strong Institutions.

This initiative is a partnership that involves students and scholars from Católica Lisbon School of Business & Economics, Escola Superior de Biotecnologia do Porto, Faculdade de Direito de Lisboa, Faculdade de Economia de Viseu and Faculdade de Teologia de Braga.

Responsible Business

This is an 18 hours elective course for Masters's students.

The course provides the students with a holistic and systemic approach to the challenges facing businesses when it comes to acting as Responsible Businesses from the perspective of key players (Governments, Companies, Citizens) and key stakeholders (shareholders, employees, suppliers, customers, consumers, local communities, ONG). It also aims on delivering a global and coherent understanding of what Responsible Business means and how to go about it.

Taught on 1stQ and 3rd Q of the Academic Year

Dissertation Seminar on Responsible Business

This Seminar can be chosen by master's students who wish to conclude their studies by conducting research on the field of Responsible Business. It aims to prepare students on how to write a dissertation that addresses a particular problem and makes a scientific contribution to the field of responsible business – from strategy to operations, from human resources to marketing.

The thesis of this academic year covered several topics such as:

- Case Study on Human Rights in the Value Chain

- Case Study on SDG implementation
- SDG 13 – The impact of the German automotive industry on decarbonizing the sector
- Hungry4Change: An impact analysis of active CSR engagement on the business performance of an existing startup

Impact in the classroom

To support the theories and concepts taught in class, it is a common practice to use case studies to enhance the students' critical and analytical skills, featuring scenarios of real business challenges and opportunities.

To deepen the students' knowledge and provide them with practical experience, we go one step further into bringing these cases to class. As an **essential component of our courses, we like to invite high-profile leaders** from the market **to share their business cases**. In this academic year, we welcomed at the BNP Paribas, Grupo José de Mello, Veolia, Microsoft, Brunswick, Ikea, Sogrape and bp.



This practice is an example of CBR's commitment to creating long-lasting learning experiences for its students. It is also an **opportunity** to connect the theory with practice and show students the real challenges and solutions currently at the market.

2.1.2 Leaders of Today



Open Course: Responsible Business as a Strategy

This is a 30-hour program that focuses on providing the participants with a deep understanding of the concept of Responsible Business. The program covers the meaning of “Responsible Business” and provides a clear understanding of it from a strategic and holistic (economic, social, and environmental) point of view. It also covers the concept of Purpose, its importance, and the current context of our world - and how did we get here.

The program was run on the 1st Q of 2022 and it always finishes with a CEO debate around this topic. This year we had the CEOs of Bp, Logoplaste, and Tabaqueira.



Purpose-driven Business – Online program

This is a 30-hour online program that focuses on providing the participants with the tools which will allow them to define their best strategies to build a Purpose Driven Business.

It is an innovative program, taught in Portuguese, with exclusive material that promotes continuous debates and forums between the students with interactions of the Professors. Throughout the 4 weeks of the course, the students need to develop a project that allows them to put into practice all they are learning.

There is a weekly evaluation of the assignments with personalized feedback and individual guidance.

The program was conducted on the 3rd Q 2022

Strategy (Masters in Business & Law)

This is an 18-hour course taught in the context of the Master in Business & Law. Responsible Business is positioned as a key differentiation strategy.

The course was conducted in the 2nd Q of the academic year.

Executive Masters – Responsible Leadership

This is a 16 hours module taught within the Executive Master in Leadership Development. This Executive Master's aims to provide a systematic development of leadership skills aimed at creating value, which is the ultimate goal of Management. The program consists of three fully interconnected stages.

The Responsible Leadership module is part of the second stage, Leadership, focused on developing the leadership skills essential to the creation of value in the company.

Executive Masters in Finance – Leadership with Purpose

This is a 6 hours module that conveys the fundamental practices of a great leader. Practices that, more than ever, are requested from leaders who want to make a difference, have an impact and lead successful organizations.

Throughout this module, students will be able to understand the true meaning behind the concepts of Responsible Business and Purpose, recognize the importance of aligning the teams through the organization's values, and learn how to define an inspiring vision and the process of defining it together with the team, among others that aim to enhance their skills to become Responsible Leaders.

PAGE – “The CEO Mindset for the XXI century”

This is a 12-hour module taught within the PAGE - CATÓLICA-LISBON's Executive Program in Advanced Management. This module focus on providing an understanding of the key themes in the corporate agenda for the years to come. It essentially focuses on Sustainability, Purpose, and Responsible Leadership.

Responsible Business at Executive Education Programs

In the context of the Executive Education Programs, several inspirational talks and modules were delivered, including the “SDGs as a Strategy”. Some of the companies were Innetum, SONAE, AHA, Semapa, BCSD, Montepio, VdA Women on Board, Girl Move, SUGAL, Grupo José de Mello, Veolia, Jerónimo Martins, and Coops from Brazil.



Partnership for Impact

The Calouste Gulbenkian Foundation supports these programs through the assignment of scholarships equivalent to the total amount of the courses' fees.



The goal of this partnership is to promote the green skills of professionals with high transformation potential in their organizations, specifically aimed at PMEs collaborators, microenterprises, startups, and Portuguese social companies



2.1.3 Strengthening our relationships with the students

Our approach to education goes beyond the classroom: we complement our *learning* activities by engaging with the students through a different set of activities to **enhance their knowledge** and motivate them **to pursue impactful and purposeful careers**. We are committed to maintaining a close relationship with student clubs and have contributed to three of them in the past years.



Católica4Future aims to create positive awareness among students towards a more sustainable environment, by promoting conferences and activities that enable more sustainable practices.



The **Equality in Business** club aims to create awareness about inclusion and diversity in the business world by connecting students and companies for a wider vision.



180 Degrees Consulting is the world's largest student-led consultancy organization, which mission is to meet the demand of socially-driven organizations for high-quality, affordable consulting services that will enable them to reach their full potential.

We support the clubs by promoting their events among students and connecting them to organizations that can support the development of the members. In September 2021, the clubs co-organized the **SDG Week** workshops organized by the CRB and had the opportunity to invite School companies to share their best practices on sustainable challenges.

The CRB also surveys the clubs and keeps an open communication channel to ensure its initiatives are in alignment with students' interests and needs.

Lisbon Case Competition

In April 2022, the CRB supported the *Lisbon Case Competition*, promoted by the Católica4Future and 180 Degrees Consulting. The event focused on enhancing participants' problem-solving skills and challenging them to solve a case focused on SDG 12 - Sustainable Production and Consumption. The CRB was part of the jury that chose the winner.



TEDx Talk

In the context of an annual TEDx event organized by the Católica xLab students club, which topic this year was "**Finding Purpose**", we were invited to deliver one of the talks.

Challenged with the typical TED talk question "*Why is your idea worth spreading?*" we conveyed the message that bringing Purpose to the core of business strategies ensures that the corporate world will focus on the triple bottom line: Profit, People, and Planet.

Topics covered were:

- The concept of Purpose has become mainstream in Corporate agenda – not anymore, a "nice to have".
- What does Purpose really mean?
- Studies show that purpose-driven companies perform better in the market
- "Purposeful leadership" is the one that puts people, customers, and other relevant stakeholders first, all-embracing a shared purpose and treating profit as an outcome rather than the goal.



TEDx
CatólicaLisbonSBE
x = independently organized TED event

2.1.4 Other learning initiatives



Workshop IAPMEI: The SDG as a Strategic Management Tool

Within the scope of the *Observatório ODS nas Empresas Portuguesas* - a project of the Center for Responsible Business and Leadership -, the center offered an exclusive 90-minute online training on "Sustainable Development Goals (SDGs) as a Strategic Management Tool" for Small and Medium Portuguese companies. This training explored the importance of SDGs for the private sector. Participants received a Certificate of Participation issued by the Católica Lisbon School of Business & Economics and the Center for Responsible Business and Leadership.



Climate Fresk workshop

This initiative aimed to introduce the topic of climate change to some collaborators of CATÓLICA-LISBON. The Climate Fresk is a workshop that aims to raise awareness about climate change and encourage action on this topic.

It included the following topics:

- A Brief History Of "The Climate Collage "
- Icebreaker
- Reconstruction of the Climate Collage guided by your facilitator
- A little pause in between if needed
- Creative phase
- Debrief + time to share, express thoughts and feelings



2.2 Research



Observatório ODS nas Empresas Portuguesas

The creation of an Observatory of Sustainable Development Goals (SDGs) in Portuguese companies comes at a crucial time for the implementation of this agenda in the country and in the world. We live in the so-called “Decade of Action”, as named by the Secretary General of the United Nations, António Guterres. A decade to accelerate the achievement of the SDGs and reach their goals in 2030. In this sense, and taking into account the crucial role of the private sector in fulfilling this agenda, it is imperative to understand the adoption of the Sustainable Development Agenda by Portuguese companies, in order to identify potential barriers to action and opportunities for improvement.

Therefore, and following this commitment, CATÓLICA-LISBON, in partnership with BPI Fundação “la Caixa”, and Fundação Francisco Manuel dos Santos promote this project, which, due to its novelty, promises to be a landmark in the study of this topic in Portugal and in the world.



The ODS Observatory in Portuguese companies monitors the implementation of the United Nations 2030 Agenda by monitoring a representative group of companies. It presents the following approach:

- the study of a **representative group** of large and small and medium-sized Portuguese companies, in order to understand their context and the challenges they face;
- its output is an **Annual Report**, which presupposes a longitudinal analysis of the data, with a solid and constant theoretical background of analysis, based on the proposals of economic and business science. The study presupposes a **consistent follow-up** over the years that will allow us to **assess how Portuguese companies are evolving in adopting the SDG agenda**.

In Portugal, the fulfillment of the Sustainable Development Agenda has been advancing, but it is still below what is necessary for the fulfillment of the 2030 goals. In this sense, it is essential:

- The involvement of the private sector in fulfilling this agenda, with a clear perception of the benefits for all parties (companies, state, and citizens).
- Understand in a deeper way the Portuguese context in the evolution of SDG compliance and the concrete role that companies can play.
- Understand how Portuguese companies are incorporating the SDGs into their activities from the most peripheral to the core of the business.
- Identify and disseminate good practices and show the way forward, in line with the priority objectives of Portugal and the United Nations in their Universal Agenda.

Cross-KIC project on Circular Economy

The CRB worked in a coordinated and efficient collaboration with startup accelerator Building Global Innovators (BGI) and six Knowledge and Innovation Communities (KICs) to facilitate the transition of SMEs to a circular economy. The outcome of this work was Cross-KIC Report entitled "Circular Economy Implementation In European SMEs" which can be read [here](#).



Mental Health Summit

Following on the success of the Water Summit back on 2020 and in line with the defined strategy of mobilizing and aggregating companies and other organizations around central themes of the society, the Center For Responsible Business and Leadership moved forward in 2022 with a similar initiative, this time focused on the topic of "Mental Health in the Workplace".



According to the Society of Psychiatry and Mental Health, Portugal has Europe's second-highest prevalence of psychiatric illnesses (22.9%). In addition to this, further studies show that around 57% of the Portuguese population presents some psychological distress. Indeed, mental health disorders surpass oncological diseases in the country, accounting for 11.8% of identified disorders in Portugal.

In our perspective, these were more than enough reasons to address this and to define concrete lines of action to tackle some of the root causes of this societal problem with a global incidence across the world.

The initiative comprised:

1. a research note aimed to diagnose the state of the art of mental health in the workplace in Portugal and across different geographies and to start drawing the lines of a business case for action together with companies and other organizations that want to allocate their

resources and develop concrete answers under the call to action of SDG 17 – Partnerships for Impact.

2. a Summit targeting companies and organizations that want to share, know more about the topic, and start or accelerate specific activities and solutions for the challenges they have; The Summit gathered 200 participants at CATÓLICA-LISBON each day on 19-20 July and was highly appreciated by all the participants, 3) a steady and firm compromise of companies to implement changes in their organizations towards a more healthy workplace based on the well-being of the employees with the inherent impact on the performance of the business, through a voluntarily subscribed “Pact for Mental Health in the Workplace” to be launched in September 2022. business, through a voluntarily s,ubscribed “Pact for Mental Health in the Workplace,” to be launched in September 2022.



Mental Health Research Note

The Research Note on Mental Health at work aims to contribute to the literature by exploring the historical evolution of the problem, how it affects individual and organizational performance and bottom line, and providing a business case



for action that mobilizes organizations around a shared purpose of better workplace health and wellbeing.

The research note starts with the definition of mental health, followed by a section in which the authors explore some of the main dimensions that have impact on mental health at work, as well as highlighting the costs related with stress, psychosocial risks and burnout. The following section focus on the data from the world and from Portugal, adding more detail on the relevant impact that poor mental health has on the economy. Additionally, it provides further data collected from a survey of Portuguese CEOs carried out under the scope of the Research Note. In the last section, the authors propose an approach through which companies can develop their own wellbeing strategy or complement the initiatives that already have in place.



Responsible Leadership Research Note

With the support of Fundação Magnum Gaudium, a research project on Responsible Leadership is underway. A systematic review of Literature that provides and understanding of the



scientific teachings in Management and Leadership and seeks to understand Leadership in the light of the values of responsible leadership, organizational purpose, spirit of service, dignity of the human being, service of the community and the common good.

The review will lead to survey and interviews that will seek answers to the following question:

- State of the art on the issue
- Which are the fundamental traits of Responsible Leadership?
- What leadership skills are needed in a changing world where greater concern is required with environmental and social aspects?
- What kind of training is required? What is the best way to develop responsible leaders?

A preliminary report has been issued and the final one is expected by year end.

Case Study on the Strategic Implementation of the Sustainable Development Goals at Efacec



This case study consolidates the knowledge derived from the consulting project conducted by the CRB team for Efacec. It describes the projects' steps and elucidates the best practices that allow for the adoption of the SDGs by the private sector. It is also a learning tool for the classroom context and can eventually be used as a guide for other organizations that wish to align their strategy with the 2030 Agenda.



2.3 Consulting

Strategic Implementation of the Sustainable Development Goals at Efacec

During the year 2021 and 2022, the close collaboration between Efacec the CRB was embodied by a hands-on the ground project, where the center advised this Portuguese company on its SDGs implementation strategy.



The project followed 4 main steps:

1. Deep dive study on EFACEC's profile and strategic ambitions;
2. Alignment between the company mindset and value chain with eth Sustainable Development Goals;
3. Strategy definition, where the company's SDGs were chosen at the company's highest level in a team work group with the company's CEO;
4. Implementation plan.

This project ended with the elaboration of the case study previously mentioned. The CRB also supported Efacec's launch of the project by co-organizing an internal and an external event, planned for next semester, that aims to make the case public.

2.4. Partnerships & Projects

2.4.1 Projects & Events

SDG Week

The SDG Week, promoted by the Center for Responsible Business and Leadership in September 2021, was a week-long event with different interactive sessions that aimed to promote awareness and engagement about the Sustainable Development Goals and discuss their importance, challenges, and business opportunities for the private sector.



The event gathered, online and on-campus, 265 participants, mostly students. It encompassed 6 sessions:

1. Opening Plenary with high-profile guest speakers;
2. Screening of the documentary “The Decade of Action”, followed by a discussion with its creators;
3. 3 cluster workshops – Biosphere, Social and Economic - with 9 invited companies to share best practices. Co-organized with 3 student clubs.

Sustainability Challenge. The winning team got a trip to Brazil to see, in practice, the implementation of sustainable practices in a bio-dynamic farm.

The event featured 16 guest speakers, including:

- Filipe Santos, Dean at CATÓLICA-LISBON
- Selwin Hart, Special Adviser and Assistant Secretary-General for the Climate Action at the United Nations
- Mette Morsing, Head of Principles for Responsible Management Education, UN Global Compact
- Pia Heidenmark Cook, Senior Advisor at Ingka Group (IKEA)
- Wim Vermeulen, Director of The Decade of Action
- Prof. Dr. Johan Rockström, Director of the Potsdam Institute for Climate Impact Research
- Prof. Ioannis Ioannou, Associate Professor of Strategy and Entrepreneurship at London Business School



And 9 companies:

- Águas do Tejo Atlântico
- BP
- Deloitte
- Delta Cafés
- Efacec
- Grupo Ageas Portugal
- Jerónimo Martins
- McKinsey
- Microsoft



The Sustainability Challenge

The SDG Week ended with a challenge to the students in which they should design a business model to solve an SDG-associated challenge. A jury, that counted with the special participation of the Group Ageas Portugal, which sponsored the event, was responsible for selecting the champion group.

At the invitation of Dr. Pierre Landolt, the winning team had the opportunity to travel to Brazil to experience, in practice, different sustainable projects that are positively contributing to the socio-economic and environmental development of the region.

During the five days the group spent at the farm, the students had the chance to deepen their knowledge and skills through different projects, covering the three pillars of sustainability: social, economic, and environmental. The group had the chance to meet different aspects of the farm, starting with a great explanation of its biodynamic principles - a holistic approach that relies on the full integration of the animals within the environment -, its history, and the adaptation processes it faces to deal with the challenges of the very specific weather of the region.



The activities included, among others:

- Visit a building materials recycling plant, and discuss its business model, challenges and opportunities;
- Visit a sustainable gold mining;
- Visit Estrela Microcredito, a microloan institute that has been a key actor in providing support for microentrepreneurs in the region, specially women, from over 17 years;

- Learn about biodynamics processes and the integration of animals with the environment
- Know the production process of organic spirulina, honey, and mango, and discuss water conservation, environmental protection and other sustainable practices;
- Practical Case of the SDG 17, based on a partnership between the farm, the Environmental Federal Policy and the veterinarian course of UNIFIP, Centro Universitário de Pato (Patos' university) to create a new treatment center for rescue animals at the farm.



CEOs “Tertúlia”

A group of CEOs of relevant companies aiming to build a coalition of “forces for good” meet on a regular basis, with a focus on call to action to debate on key Responsible Businesses issues that affect our society. Recent discussions have covered Climate Action and Mental Health.



Digital Conferences

Business and Human Rights: Unchained Value in a Digital World

Can companies through their business have a positive impact on people’s human rights? Can technology play a relevant role on this? The goal of this conference was to trigger an open dialogue on best practices and promote sharing of experiences – with the aim of raising participants' awareness to the role that companies can (and increasingly should, under the law) have in this area of sustainability, boosting positive social impact through their own commercial operations and relationship with their value chain.

Participants:



Filipe Rosa
Co-Founder and Partner
at Group Veracruz



James Riordan
Head of Partnership Funding
Governance & Impact
World Economic Forum



Professor Nuno Moreira da Cruz
Director of Center of Responsible
Business and Leadership
at CATÓLICA-LISBON



Maria Folque
Principal Consultant
Social Economy & Human Rights
at Vieira de Almeida & Associados



Iakovina Kirdyldi
International Adviser
Information Communication and
Technology
at Vieira de Almeida



Francisco Granja de Almeida
Associate
Social Economy & Human Rights
at Vieira de Almeida & Associados



Returnship Programs for Women

Articles on women leaving their jobs to take care of family members became quite common during the pandemic. Career breaks happen for a long time, but returning to the job market has been a tough and sometimes almost impossible task for many women. Corporate Returnship Programs brought some light to this topic by bringing back to the job market qualified professional (men and women). With diversity and equality on most companies' agenda, this webinar focused on discussing how different companies can benefit from returnees and how career breakers can aim to come back to their professional careers.

Participantes



Karen Ferrez Frisch
Co-fundadora do Programa Back to
Market e Professora
CATÓLICA-LISBON



Mariana Branquinho da Fonseca
Senior Client Partner e Co-Manager
Korn Ferry Portugal

Moderação



Ana Almeida Simões
Head of Business Practice
Mercedes-Benz.io



Rute Xavier
Diretora - Centro de Estudos Aplicados UCP
Professora - CATÓLICA-LISBON



How to Communicate Responsible Business

With increasing public attention on companies' sustainability and purpose performances, leaders must be prepared to be scrutinized at a previously unthinkable level. Knowing that being a responsible business has become critical to economic success, how can organizations engage customers and investors to showcase progress on business impact and sustainability commitments, aligning strategy with stakeholders expectations?

This conference focused on promoting a discussion about how responsible leaders can effectively communicate corporate purpose, social and cause-related marketing, sustainability initiatives and their impacts, giving compressive examples and instruments that will help business leaders move to a fair and equal world.

Participants:



Professor Roger Conaway, Professor Emeritus, Management & Marketing @ University of Texas at Tyler



Alexandra Abreu Loureiro, Partner and Head of Portugal at Brunswick Group



José Melo Bandeira, Country Manager @ Veolia



Nuno Moreira da Cruz, Executive Director @ Center for Responsible Business & Leadership at CATÓLICA-LISBON



Paula Gomes Freire, Group Executive Partner at Vieira de Almeida



Sílvia Barata, Country Manager @ BP

The Portuguese Water Management Pact



Over the past year, the CRB has dedicated efforts to advance with the implementation of the Portuguese Water Management Pact, created in 2021 to mobilize action among Portuguese organizations on water related issues.

Within this context, the CRB has organized, coordinated and/or promoted different activities, such as corporate event days, where the members of the Pact had the opportunity to spread its message and their best practices regarding water circularity. Some examples are **Greenfest Braga May 2022**, the **Greenfest Valongo June 2022** and **Greenfest Carcavelos - Discussion Panel with Water Pact members on Water circularity in their businesses**. The Pact also designed a campaign for **Rock in Rio Lisbon 2022** to raise the public's awareness of the efficient and conscientious use of water, through signs placed near the washbasins. This achieved more than 300,000 people!. It also organized a **training afternoon at CITEVE**, a clarification and awareness-raising session for one of the most important sectors of the Portuguese business fabric, and one with the greatest intensive use of water. Moreover, the Pact focused on developing two other projects, that will soon be launched:

- **Water Pact Award on Innovation for Efficiency on Water** Initiative that aims to promote and reward the creation of innovative solutions for the efficient consumption of water;
- **E-book on Water Pact's members' Best Practices on Water** The creation of an e-book dedicated to sharing best practices and solutions made possible by the members of the Water Pact, for a more efficient use of the water resource.

Alumni Network: Responsible Business Champions

In December 2021, the CRB launched the Responsible Business Champions (RBC). The RBC is a group of link-minded folks, bonded by the Executive Education Courses of the CATÓLICA-LISBON's Center for Responsible Business & Leadership, eager



to create impact wherever they are through a Responsible and Purpose Driven attitude.

A Responsible Business Champions Board was created to sponsor the RBC agenda, that aims to:



- Create a **Purpose** for the RBC agenda aligned with the Sustainable Development Goals;
- Develop an **engaging** and **innovative call to action**: how to impact others; sharing best practices, promoting group events...
- **Effective communication** amongst RBC and with external stakeholders

Within this context, the following activities were promoted:

Responsible Business Champions breakfast with Key Speakers: Prof Rob Van Tulder

Event to discuss with Professor Rob Van Tulder if companies can effectively contribute to sustainable development and confront society's systemic challenges while creating economic value? and understand how to walk the talk on our Sustainability ambitions!

The basic function of companies is to add value to society. Profits are a means to an end, not an end in itself. The ability of companies to innovate, scale and invest provides them with a powerful base for positive change. But companies are also criticized for not contributing sufficiently to society's grand challenges. An increasingly VUCA (Volatile-Uncertain-Complex-Ambiguous) world creates serious governance gaps that not only require new ways of regulation, but also new ways of doing business.

Responsible Business Champions Knowledge tours - Veolia's car recycling plant

Central vehicle recycling visit, for a holistic understanding of the recycling process in question, going in depth to the product life-cycle discussion.



2.4.2 Strategic Projects for the School

The CRB has also worked with Universidade Católica Portuguesa on two great projects:

Representing the School, we have participated in the Sustainability Task Force to build the University's Strategic Development Plan ("Plano de Desenvolvimento Estratégico") for 2022 to 2025.



**UNIVERSIDADE
CATOLICA
PORTUGUESA**

The CRB team started to elaborate the School first SDGs Report, that will be launched in the last trimester of 2022. It includes the mapping of all CATOLICA-LISBON activities in association with the SDGs, the School's sustainability ambitions for the future and its main compromises with organizations like the UN Global Compact and PRIME.



2.4.3 Strategic Partnerships

Following last year's path, the CRB has adhered to two important organizations: United Nations Academic Impact and GRACE – Associação de Empresas Responsáveis. The Center is also a signatory of the PRME - Principles for Responsible Management Education and the UN Global Compact.

UNAI - United Nations Academic Impact

is an initiative that aligns institutions of higher education with the United Nations in supporting and contributing to the realization of United Nations goals and mandates, including the promotion and protection of human rights, and access to education, sustainability and conflict resolution.



GRACE – Empresas Responsáveis

GRACE is a business association part of the European networks such as EVPA and CSR Europe that operates in Social Responsibility and Sustainability. GRACE promotes the development of sustainable business culture and encourages industry sectors and companies to transformational changes and search for practical solutions for sustainable growth.



UN Global Compact

In 2020, CATÓLICA-LISBON integrated the United Nations Global Compact, an initiative coordinated by the CRB. The UN Global Compact is the world's largest corporate sustainability initiative with 13,000 participants and other stakeholders across 170 countries. It aims to mobilize a global movement of sustainable companies and stakeholders. As an official member of the Global Compact Network, CATÓLICA-LISBON is at the core of the Sustainable Development Goals agenda, as a positive contributor, alongside companies and other educational institutions in Portugal and across the world. The CRB plays a key role within the University in bringing the SDGs to the core of the Strategy of our University and its partners, acting as an ambassador for the implementation of this agenda.



United Nations
Global Compact

PRME - Principles for Responsible Management Education

In 2021, Católica Lisbon School of Business & Economics has become an official signatory member of the PRME, a global



initiative of the United Nations that, through six governing principles - Purpose, Values, Methodology, Research, Partnership, and Dialogue - intends to integrate education in management and contribute to the development of future leaders, in alignment with the Sustainable Development Goals (SDGs).



2.4.4 Sharing Knowledge

As a knowledge Center, the CRB is concerned with discussing relevant topics to our society and the business world. Throughout the year, the members – and other invited guests – had reflected and developed content about themes that are part of the CRB's core business and impactful on current times.

Have a Great and Impactful Week

Have a Great and Impactful Week is our weekly newsletter. It has the goal of informing and inspiring our audience about the topics that are part of the Center's DNA. The newsletter is written weekly by a member of the Center or an invited guest expert in the field.

HAGIW serves as an informative message for leaders and students on current affairs bringing new insights on the world of corporate responsibility, sustainability, and responsible leadership.

144 Editions

50 editions from JUL 21 to JUN 22

1318 weekly recipients, on average

480 weekly readers



Jornal de Negócios

Every week, a piece is published in this media outlet, spreading the CRB's reach to a new audience. These articles serve to inspire and raise reflection on different themes correlated to CRB's work.



Nuno Moreira da Cruz - Diretor Executivo do
Center for Responsible Business & Leadership da
Católica Lisbon School
10 de Março de 2022 às 13:50

comunicar • @comunicar

Conflito Rússia-Ucrânia. Qual o papel das empresas responsáveis?

Não será este o momento de as empresas mais responsáveis do setor petrolífero se comprometerem a limitar todo o "direito extra" dos elevados preços do crude na sua estratégia de energias renováveis, reforçando assim qualquer tipo de plano que já tenham anunciado?

3. Our team



Filipe Santos
Scientific Advisor



Nuno Moreira da Cruz
Executive Director



Filipa Pires de Almeida
Deputy-Director



Natália Cantarino
Researcher



Nuno Neto
Executive in Residency



Marta Lima
Executive Director of the Portuguese
Water Management Pact



Mafalda Sarmento
Researcher



Marta Sanches
Researcher



Angela Lucas
Advisor and Researcher

Advisory Board

We thanks our Advisory Board for guiding and supporting our work.

- Ângelo Ramalho, Chairman and CEO at Efacec
- Filipe Santos, Scientific Advisor of the Center for Responsible Business & Leadership and Dean at CATÓLICA-LISBON
- Helena Tomazio, Communications & Advocacy Advisor, C&A Europe, Portugal & Spain at bp
- Margarida Couto, Partner at Vieira de Almeida
- Maria Estarreja, Executive Marketing Director at CATÓLICA-LISBON
- Nuno Moreira da Cruz, Executive Director of the Center for Responsible Business & Leadership
- Pedro Neves, Global Solutions 4U Founder and member of the UN Economic Commission for Europe
- Sandra Pombo, Brand & Communications Director and Corporate Affairs Officer at Efacec
- Silvia Barata, Head of Country & Fuels Operations Manager Portugal at bp
- Sofia Fernandes, Director of Business Development at BGI - Building Global Innovators

A Message from our Dean

As this activity report demonstrates, in its third year of activity, the Center for Responsible Business and Leadership reached a strong momentum in all its activity areas and continued building a dream team that is truly bringing sustainable business to the forefront of Católica's strategy, while promoting responsible leadership in Portuguese society.



Filipe Santos
*Dean at CATÓLICA-LISBON
and Scientific Advisor*

Integrating knowledge, learning and action to achieve impact has proven to be a powerful combination for the Center so far. The 4th year will see key projects coming to fruition, including the launch of the first annual report of the SDG Observatory, the launch of the Pact for the Promotion of Mental Well-Being following an outstanding Summit, and the organization of a research note and large conference on Responsible Leadership, among others.

At CATÓLICA-LISBON we believe in the power of private enterprise and responsible leadership to bring economic and social prosperity. We also believe that a top and reputed European business school, such as CATÓLICA-LISBON, has a strong role to play as a knowledge community and a convener of impact partnerships for action, inspired by SDG17. In the year that we celebrate our 50th anniversary, CATÓLICA-LISBON can be proud of its innovative role in promoting sustainability as a key strategic driver for Portuguese companies and a central element in the education and training of the next generation of business leaders. Thank you to the Center for Responsible Business & Leadership for driving the change and helping us achieve this vision.

